

Action table

Outcome	Action		Measure	Time frame	Responsibility
Theme: Embedding cultural rights					
Objective 1: Our services are accessible and tailored to the Aboriginal community					
1. Improved accessibility of the Commission's services and greater engagement with the Victorian Aboriginal community.	a) Establish clear warm referral policies and processes between the Commission and relevant organisations.		<p>i) We have co-designed our referral service, including policies and processes with relevant organisations, such as the Victorian Aboriginal Legal Service, Djirra and the Commission for Children and Young People.</p> <p>ii) We have developed and delivered training sessions to all frontline staff in the Information and Engagement and Dispute Resolution teams, providing guidance on the referral policy and processes.</p>	March 2021	Legal and Dispute Resolution; Education and Engagement
	b) Formally establish a fast track process for Aboriginal complaints through the Commission's Dispute Resolution service.		i) We have developed a formal process to identify complaints from Aboriginal clients as part of the complaint assessment process. Aboriginal complaints have been fast tracked to a conciliator as part of this process.	November 2020	Legal and Dispute Resolution
	c) Establish mechanisms to follow up with Aboriginal clients about their satisfaction with the services they have received, and the outcomes reached to ensure clients' matters are handled to the best of our ability, or, otherwise, referred to other relevant organisations.		<p>i) We have developed a satisfaction and feedback survey for conciliators to complete in consultation with Aboriginal clients that have used our Dispute Resolution service.</p> <p>ii) We have formally established a process where conciliators follow up over the phone, or by other client-preferred means, with Aboriginal clients to assess the services provided and any feedback.</p>	November 2020	Legal and Dispute Resolution
	d) Aboriginal clients are provided with additional individualised assistance to make a formal complaint with the Commission's Dispute Resolution service.		i) We provide Aboriginal clients with additional assistance in forming a complaint when using our Dispute Resolution service. Any feedback has been incorporated into the complaint assistance process (as identified in the follow-up survey outlined in Objective 1 – Action 1(c)).	November 2020 (ongoing)	Legal and Dispute Resolution
	e) Provide a number of entry points to the Commission and specialised support for Aboriginal clients accessing the Commission's services.		i) We have established a process whereby Aboriginal clients are provided with the option to speak with an Aboriginal staff member at the initial stages of engagement with the Commission through both the Enquiries and Dispute Resolution teams.	November 2020	Education and Engagement; Legal and Dispute Resolution; Policy and Research

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2. Enhanced data processes and analysis to better understand the needs and experiences of Aboriginal Victorians, and to tailor our services to those needs.	a) Develop a data strategy for managing and sharing data in relation to Aboriginal clients, consistent with data sovereignty principles and protocols. ¹⁶		i) We have established a process to share de-identified enquiry and complaints data with Aboriginal stakeholders and detailed how we have used this data to improve our services for the benefit of the Aboriginal community.	November 2020	Communications and Campaigns (in consultation with Legal and Dispute Resolution; Education and Engagement)
	b) Our services request information, in a respectful way, to identify Aboriginal clients (disclosures are voluntary). This will be further informed by the Commission's Data Strategy (Objective 1 – Action 2(a)).		i) We have established processes at all entry points of the Commission to enable Aboriginal clients to voluntarily identify, including by: • inserting an option to voluntarily self-identify as Aboriginal in the complaints form; and • asking clients whether they identify as Aboriginal at initial engagement with the Commission's Enquiries Team (supported by Objective 3 – Action 2(c)).	November 2020	Legal and Dispute Resolution; Education and Engagement.
	c) Client data is used to strengthen the delivery of our services to the Aboriginal community, and informs our other functions.		i) Our Legal Team has considered Aboriginal client data in assessing the merit of interventions and investigations. ii) The Policy and Research Branch has considered Aboriginal client data in identifying and addressing Aboriginal rights issues.	Ongoing	Legal and Dispute Resolution Policy and Research
Objective 2: There is greater awareness within the Victorian Aboriginal community of our role as an organisation and the services we provide					
1. Increased community awareness of the role and services of the Commission	a) Identify and partner with Aboriginal organisations to promote information about the Commission's services and role.		i) We have established partnerships with at least two Aboriginal organisations, including one focused on regional Aboriginal Victorians. ii) We have delivered information and resources that promote the Commission's services in a way that is tailored for partner organisations and their staff.	August 2021 November 2021	Education and Engagement
	b) Develop a tailored communication strategy that provides clear guidance on how and when the Commission should advocate and promote Aboriginal rights issues in public communications. The Strategy will align with the Aboriginal Partnership Principles (Objective 3 – Action 3(a)).		i) We have developed an Aboriginal rights communications strategy.	November 2020	Communications and Campaigns (supported by Senior Policy and Research Officer, Aboriginal Rights)

¹⁶ For example, by promoting 'increased Aboriginal community ownership of and access to data' – Burra Lotjpa Dungaludja (Victorian Aboriginal Justice Agreement – Phase 4), 50.

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	c) Promote the Commission, its services and role through Aboriginal media channels.		<p>i) We have engaged Aboriginal media organisations to trial targeted advertising to the Victorian Aboriginal community that promotes the Commission and its services.</p> <p>ii) We have engaged with Aboriginal media organisations to promote and discuss issues on Aboriginal rights.</p>	January 2021	Communications and Campaigns
	d) Engage with Aboriginal content producers to create compelling information and stories about our enquiry and dispute resolution services and positive outcomes that have been achieved.		<p>i) We have identified at least three case studies that highlight Aboriginal clients that have positively engaged the Commission's services.</p> <p>ii) We have published these case studies on our website and integrated them into education and engagement sessions as provided in Objective 2 – Action (2(a)).</p>	December 2021	Communications and Campaigns (supported by Legal and Dispute Resolution)
	e) Work with other organisations in the Aboriginal rights sector to provide legal information sessions focusing on current human rights issues of concern to Aboriginal Victorians and law in addition to the Commission's services.		<p>i) We have provided legal information sessions to at least one organisation working in the Aboriginal rights sector or providing services to Aboriginal clients.</p> <p>ii) We have created tailored content as part of the legal information session/s, in consideration of the current human rights issues that are relevant to the organisation's work and clients.</p> <p>iii) We have assessed the legal information session/s to understand their impact.</p>	<p>August 2021</p> <p>August 2021</p> <p>December 2021</p>	Legal and Dispute Resolution
2. Greater presence in Aboriginal Victorian communities, including in regional Victoria.	a) Leverage our partnerships with two Aboriginal organisations (as identified in Objective 2 – Action 1(a)) to jointly engage with the Aboriginal community to increase awareness of rights and the Commission's services.		<p>i) We have explored the possibility of co-designing and co-delivering information and rights-based education with one or more Aboriginal organisations.</p> <p>ii) We have co-developed tailored education content or resources that increase awareness among the clients of partner Aboriginal organisations.</p> <p>iii) We have co-delivered at least two engagement sessions or resources to clients of partner Aboriginal organisations, including in regional Victoria.</p>	<p>January 2022</p> <p>March 2022</p>	Education and Engagement

Outcome	Action		Measure	Time frame	Responsibility
Objective 3: Aboriginal representation is increased across the Commission and staff have the knowledge and skills to provide culturally respectful services					
1. Opportunities at the Commission are promoted to the Victorian Aboriginal community and a culturally respectful and supportive workplace is provided to Aboriginal staff.	a) Modify recruitment processes to encourage more Aboriginal applicants by reviewing and redeveloping position descriptions and advertisements to ensure they are accessible and culturally sensitive to prospective Aboriginal applicants; and advertising vacancies through Aboriginal professional networks or media where possible.		i) We have observed an increase in the number of Aboriginal applicants for positions with the Commission, or otherwise, we have assessed how this can be improved.	December 2020 (implementation) December 2021 (review)	Business Services
	b) Support the appointment of at least one Aboriginal identified person to the Commission's Board.		i) We have advocated for the appointment of at least one identified Aboriginal board member.	Ongoing	Executive
	c) Continue the Barring Djinang/CareerTrackers program, offering internships to Aboriginal tertiary students at the Commission each calendar year.		i) We have recruited at least one Barring Djinang/ CareerTrackers intern to the Commission each calendar year. ii) The Barring Djinang/CareerTrackers intern has reported satisfaction with the internship at its completion and has enhanced their professional skills, experience and networks.	November 2020 – December 2022 (ongoing)	Business Services
	d) Ensure that Aboriginal staff are aware of, and supported to engage with, the Aboriginal Employee Network, and other professional networking opportunities.		i) We have included Information on the Aboriginal Employee Network and Aboriginal Career Development Fund in staff on-boarding material.	Commence July (ongoing)	Business Services
2. Enhanced staff capability to engage in a considered and respectful way with the Victorian Aboriginal community.	a) Implement an internal event calendar that provides staff with knowledge of Aboriginal history, culture and issues.		i) We have developed and promoted an internal events calendar to Commission staff.	July 2020	Senior Policy and Research Officer, Aboriginal Rights (with support of Communications and Campaigns)
	b) Provide staff with cultural awareness training at regular intervals to ensure that its value is maintained across the lifecycle of the Strategy.		i) We have required and supported all non-Indigenous staff to attend foundational cultural training session provided by the Koori Heritage Trust.	Ongoing	Business Services
	c) Provide tailored cultural competency training to the Enquiries and Dispute Resolution teams to ensure staff are confident and knowledgeable in providing culturally appropriate services to Aboriginal clients.		i) We have provided all of our Enquiries and Dispute Resolution staff with tailored training to enhance their cultural competency. ii) Our training provides an understanding of: <ul style="list-style-type: none"> • Victorian Aboriginal communities' culture, community and context • factors that influence the provision of services to Aboriginal clients • how to appropriately and sensitively handle identification of Aboriginal clients • how to address these issues and provide tailored services to Aboriginal clients. 	Commence September 2020 (ongoing)	Education and Engagement; Legal and Dispute Resolution

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	d) Implement a system of 'buddy' training that pairs non-Indigenous with Aboriginal staff to process enquiries, complaints and conciliations from Aboriginal clients (supplementing the cultural training (Objective 3 – Action 2(b) and 2(c))).		i) Each member of the Dispute Resolution and Enquiries teams has participated in observing and processing an enquiry, complaint or conciliation with an Aboriginal staff member.	July 2021	Legal and Dispute Resolution; Education and Engagement
Theme: Demonstrating our commitment to self-determination in practice					
3. The principle of self-determination is promoted and embedded in our work. ²	a) Develop Aboriginal Rights 'Partnership Principles' that provide guidance on how the Commission engages with Aboriginal communities and empowers Aboriginal voices (in alignment with the Commission's Stakeholder Strategy).		i) We have developed 'Partnership Principles', or an analogous policy, to guide how the Commission partners with Aboriginal stakeholders and Aboriginal communities in a way that is consistent with the principle of self-determination.	December 2020	Policy and Research
4. The Commission supports the Victorian Aboriginal business community.	a) Update our social procurement policy to include a specific focus on Victorian Aboriginal business, consistent with the Victorian Government's policy 'Tharamba Bugeen – Victorian Aboriginal Business Strategy'.		i) We have worked in coordination with the Department of Treasury and Finance to identify and scope potential opportunities to prioritise support for Victorian Aboriginal businesses. ii) Our social procurement policy provides clear guidance on how we will support Victorian Aboriginal businesses.	March 2021	Business Services Business Services
	b) Develop a supply chain strategy to influence other organisations and businesses to engage Aboriginal businesses as part of their social procurement policies.		i) We have identified and pursued opportunities to influence other organisations and businesses within our supply chain to engage in social procurement with Victorian Aboriginal businesses.	July 2021	Business Services
Theme: Being accountable to the Victorian Aboriginal community					
Objective 4: The Strategy is promoted and actively monitored to allow staff and stakeholders to track our progress³					
1. The Strategy is visible and actively used by all staff.	a) Publish the strategy on our website and promote it to the Victorian Aboriginal community.		i) We have published the Strategy on the Commission's website, promoted the Strategy through social media channels and distributed it to Aboriginal communities and stakeholders.	July 2020	Communications and Campaigns
	b) Provide mandatory information sessions to all staff during the roll-out of the Strategy.		i) All staff have participated in an information session within the roll-out time frame.	August–October 2020	Business Services; Senior Policy and Research Officer, Aboriginal Rights
	c) The Strategy is included in onboarding material and induction sessions for new staff.		i) We have provided the Strategy to all new starters and discussed the Strategy during induction sessions.	Commence July (ongoing)	Business Services

¹⁷ Self-determination is provided as human right by the 'United Nations Declaration on the Rights of Indigenous Peoples'. Supporting self-determination is also a key commitment of all partners to 'Burra Lotjpa Dunguludja (Victorian Aboriginal Justice Agreement – Phase 4), 54.

¹⁸ Consistent with our value of 'accountability' by enabling ourselves to 'accept responsibility for our actions and hold ourselves and other to account' – Victorian Equal Opportunity and Human Rights Commission, 'Business Plan, 2018 – 20', 19.

	d) Updates are provided to all Commission staff on the progress of the Strategy.		i) The Diversity and Inclusion Reference Group has provided updates on the progress of the Strategy to all staff at regular intervals, for example, at staff meetings as relevant.	Ongoing	Diversity and Inclusion Reference Group
2. Transparency and accountability are built into Commission processes	a) Clearly allocate responsibility for overseeing the delivery of actions under the Strategy to members of the Leadership Team.		i) We have allocated all actions under the Strategy to relevant members of the Leadership Team. ii) We have embedded accountability for achieving the actions and objectives of this Strategy into the performance plans of all Branch heads.	July 2020	Executive
	b) All staff are accountable for progressing actions under the Strategy and individual responsibilities are reflected in professional development plans.		i) We have integrated Strategy actions into the professional development plans of all staff, as relevant to their role and responsibilities.	July 2020 (ongoing)	Business Services
	c) Branch heads reference relevant Strategy actions in branch and individual work plans.		i) We have reflected Strategy actions into individual staff workplans so that staff are aware of how the Strategy actions relate to their work.	Ongoing	Leadership Team
3. Action taken under the Strategy is actively monitored and progress is publicly reported.	a) The Diversity and Inclusion Reference Group actively monitors and provides oversight of the Strategy.		i) We have included the Strategy as an item at Diversity and Inclusion Reference Group meetings as relevant.	Ongoing	Diversity and Inclusion Reference Group
	b) Publicly report against the Strategy actions as part of the annual report and on our website.		i) We have made information about our progress available in an accessible format in each annual report.	Commence July 2020 (ongoing)	Policy and Research (supported by Business Services; Communications and Campaigns)
	c) Reflect on the Strategy regularly to identify ways that we can progress the Strategy and enhance its impact.		i) We have undertaken an internal audit that assesses the progress of the Strategy and provides any relevant recommendations on how to adjust actions to improve results. We have undertaken this as part of the annual report process.	May 2021 (annually in line with the Annual Report)	Senior Policy and Research Officer, Aboriginal Rights (supported by Governance and Compliance Officer)